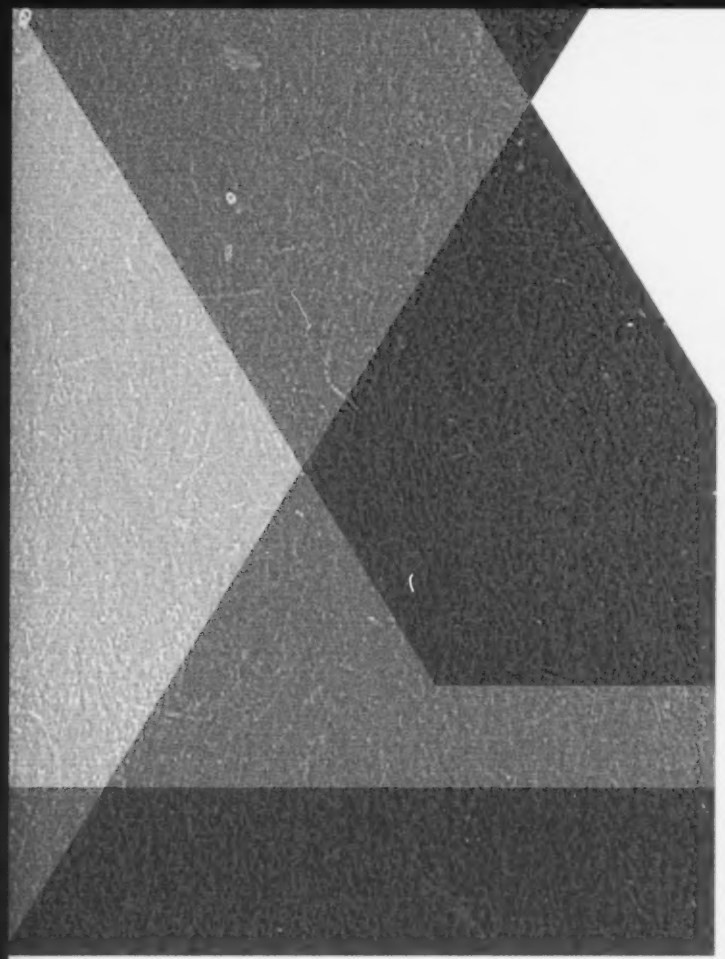

Business Plan

2018–19

Department of Municipal Affairs

NOVA SCOTIA

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Budget 2018–19: Business Plan
March 2018

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Minister's Message

I am pleased to share with you the 2018–2019 Business Plan for the Department of Municipal Affairs (DMA). Our department is committed to supporting municipalities to ensure healthy, safe and vibrant communities are built and maintained across Nova Scotia. Our goal is to strengthen our relationships with municipalities to ensure we are working in collaboration and achieving the government's objectives of social well-being, population, and economic-growth.

DMA has made significant progress in the past year. The Provincial 9-1-1 technology platform was updated, ensuring that Nova Scotia has a modern and effective 9-1-1 service that works with our first responder partners to provide assistance to those in need. The project was completed on time and on budget.

The Joint Municipal Accountability and Transparency Committee has and continues to work diligently to strengthen citizen confidence in the fiscal affairs of local government across the province. Policies and processes have been updated to ensure expenses related to travel and hospitality are transparent and accountable to the public, and work will continue regarding Code of Conduct and financial auditing

The Government of Canada has also announced approximately $828 Million in funding for Nova Scotia under the Investing in Canada Infrastructure Program (ICIP), to be delivered over the next ten years. Participation in the ICIP is a great opportunity to enhance our province's public infrastructure. In response, the Government of Nova Scotia is currently negotiating an Integrated Bilateral Agreement with Infrastructure Canada.

In 2018-19, our work on programs, policies, legislation, and initiatives to support our mandate will be strengthened by the ongoing success of our Municipal/Provincial Roundtable, which was established to improve the lines of communication between elected Provincial and Municipal officials. This past year the Roundtable adopted Consultation Guidelines that outline the shared principles for early consultation on legislative and regulatory changes between DMA and the Union of Nova Scotia Municipalities (UNSM). Moving forward, our shared objective is to inform and encourage all of government to adopt these guidelines when considering projects or programs that may impact municipalities.

Our main priorities this year include the modernization of the *Municipal Government Act*, an assessment of how to achieve regional planning in Nova Scotia, and an update to our Partnership Framework with the UNSM to ensure the joint priorities reflect emergent issues.

The Emergency Management Office (EMO) will be undertaking a project that will enhance the safety of all Nova Scotians. In addition to their ongoing duties, EMO will be updating its All-Hazards Emergency Plan that supports the provincial preparation for, and response to, emergency events. This will ensure the most up to date skills, services, and infrastructure are being used to keep our communities safe.

DMA will also be working through the Joint Municipal Fire Services Committee, to ensure that the proper recommendations are made to the UNSM, Association of Municipal Administrators (AMA), Fire Services, and the Government of Nova Scotia regarding the implementation of the Fire Services Review.

With a renewed commitment to working in consultation and collaboration with municipalities, we will advance these priorities together to make a difference in our communities and to the lives of Nova Scotians.

Sincerely,

Original Signed by Minister

Derek Mombourquette
Minister, Department of Municipal Affairs

Departmental Mandate

The Department of Municipal Affairs enables municipalities to build healthy, safe and vibrant communities, ensures fire and building safety, and works in collaboration with municipal, provincial and federal departments to strengthen provincial and municipal emergency preparedness through planning, training and exercise. This cooperative approach enhances the ability of Nova Scotians to augment community resilience during times of emergencies and helps municipalities become stronger and economically viable.

This mandate of the department is delivered through the following divisions/offices:

1. the Policy, Planning and Advisory Services Division;
2. the Grants, Programs and Operations Division, which includes the Office of the Fire Marshal; and
3. the Emergency Management Office (EMO).

Core Business Functions / Areas

The Department of Municipal Affairs supports our municipalities in building healthy, safe and vibrant communities by encouraging sound municipal governance and working with municipalities to improve economic growth and viability.

In 2018-2019, the Department will focus on the following core business functions / areas:

Policy, Planning and Advisory Services

Policy, Planning and Advisory services provides policy, planning, governance, and financial advice & services to the Minister, Deputy Minister, divisions, and offices of the department, as well as to our municipal partners. This includes leading, coordinating or providing support for policy, legislative & regulatory initiatives, and departmental and municipal business and operational planning. This division also reports municipal statistics and financial condition, as well as administers and supports the Regional Enterprise Networks.

Outcomes

1. To ensure municipalities are provided with the legislative and regulatory framework necessary to build and maintain healthy and vibrant communities.
2. To ensure Nova Scotia's municipalities have the supports they need to provide effective local governance.
3. To ensure municipalities are provided with sound financial oversight and advice to support financial capacity-building.

Goals

1. Provide sound advice to the Minister, Deputy Minister, and municipalities on initiatives, issues, and priorities as they relate to municipal activities in the Province of Nova Scotia.
2. Ensure departmental grant programs provide efficient and equitable support to municipalities, and encourage regional collaboration
3. Work with, support, and facilitate new approaches to municipal governance in Nova Scotia.
4. Work to ensure municipalities understand provincial priorities, and to the extent possible, align their activities with those priorities in order to leverage provincial and federal resources.
5. Work to strengthen citizen confidence in the fiscal affairs of local government across the province.
6. Improve access to quality assessment information for enhanced decision making.
7. Increase efficiencies, making it easier for municipalities to interact with the department and access financial tools that support municipalities becoming stronger.
8. To build on the current strength of relationship with municipalities in coordination with the Association of Municipal Administrators of Nova Scotia (AMA), the UNSM, and other municipal partners.

Actions

<u>In 2018-2019 Policy and Corporate Services will:</u>

1. Develop a suite of performance measurement indicators that will measure DMA's performance and influence.
2. Work in partnership with the Department of Justice to respond to municipal issues resulting from the legalization of Cannabis.
3. Develop a replacement for the Municipal Equalization Program that aligns with the principles identified in the Provincial Municipal Fiscal Review (2014) and encourages regional collaboration; and amend the *Municipal Grants Act*, *Municipal Government Act* and *Halifax Charter* where appropriate.
4. Encourage the adoption of the Municipal Consultation Guidelines throughout the Provincial Government.
5. Work collaboratively with the Department of Seniors and Community, Culture & Heritage on strategies related to Nova Scotia's Action Plan for an Aging Population (SHIFT).
6. In collaboration with the Joint Municipal/Provincial Roundtable, review and update the UNSM/DMA Partnership Framework to ensure it is capturing the most up to date priorities.
7. Coordinate the following initiatives that will be necessary in creating a safe and engaging workplace:

    A. The establishment of an Occupational Health and Safety Committee
    B. The development of an Internal Communications Strategy

C. A review of internal controls to ensure divisions are collaborating and coordinating their work effectively
D. The department's move to a new workspace
E. An update of the internal intranet

In 2018-2019 Governance and Advisory Services will:

1. Encourage municipal modernization by identifying opportunities.
2. Review and update the Municipal Government Act and Halifax Charter.
3. Create innovative approaches to regional economic development such as updating and improving the Regional Enterprise Networks (REN) model.
4. Reviewing options on how to proceed with respect to regulations pertaining to Code of Conduct.

In 2018-2019 Finance and Operating Grants will:

1. Review the Financial Reporting Accountability Manual with a focus on refining the manual to enhance clarity and improve transparency and accountability.
2. Enhance financial management monitoring by strengthening the registered municipal auditor process and audit requirements.
3. In collaboration with the AMA, work to have an online audit training option for municipal auditors completed by June 2018.
4. Enhance and expand the use of financial condition indicators (FCI) by enhancing the FCI reports and developing FCIs for Villages.

In 2018-2019 Municipal Planning will:

1. Create a Beautification & Streetscaping Program and work toward a Community Works Fund.
2. Provide regional planning support to municipalities, including land use planning, economic growth, and the development of minimum planning standards.
3. Support municipalities in addressing impacts of climate change, including the implementation of Municipal Climate Change Action Plans and investing in climate adaptation infrastructure.

Grants, Programs, and Operations Division

The Grants, Programs, and Operations Division administers programs and distributes funding to municipalities to help build and revitalize local public infrastructure. Through the Office of the Fire Marshall (OFM), the division also establishes policies, regulations and programs to promote and enforce the principles and practices of fire and life safety for Nova Scotians. OFM advises persons and/or organizations, including Government, regarding building and fire safety.

Outcomes

1. To provide project advice and guidance, while ensuring municipalities can properly leverage program funding to support innovative projects and ongoing municipal infrastructure needs.
2. To provide Asset Management tools that foster informed municipal decisions to be based on identified best practices and forecasted needs of infrastructure.
3. To ensure that all Nova Scotians can accept their personal responsibility for building and fire safety.

Goals

1. Enhance cooperation and collaboration with our partners including AMANS, UNSM and Fire Services.
2. Maximize the use of local government's resources and expertise.
3. Strengthen Federal-Provincial- Municipal relationships, and improve supports to Nova Scotia municipalities.
4. Support the Government's Strategy Framework for inclusive economic growth.
5. Provide sound advice to the Deputy Minister and Minister on all initiatives and issues concerning building and fire safety in the Province of Nova Scotia.
6. Lead, coordinate, and provide government departments, municipalities and the public, with effective approaches for building and fire safety in Nova Scotia.

Actions

In 2018-2019 Grants & Programs will:

1. Maximize access to federal funding for municipalities and infrastructure improvements.
2. Continue to work in collaboration with Municipalities, Nova Scotia Associations and other Provincial Departments in providing guidance regarding the development of tools for a province-wide Asset Management Strategy.
3. Work with municipalities, and in collaboration with Transportation and Infrastructure Renewal on the delivery and administration of the new Investing in Canada Infrastructure Program (ICIP).

In 2018-2019 the Office of the Fire Marshal will:

1. Continue to work with provincial/municipal partners to support their efforts in achieving building and fire safety.
2. Continue to support provincial fire services, including the ongoing administration of the Emergency Services Provider Fund.
3. Support the work of the Joint Municipal Fire Services Committee.

Emergency Management Office

The Emergency Management Office (EMO), a division of the Department of Municipal Affairs, aims to promote the safety and security of Nova Scotians, their property and the environment by providing for a prompt and coordinated response to any emergency.

Outcome

1. To enhance Nova Scotians' safety and well-being through innovative, collaborative, and integrated emergency planning and response.

Goals

1. To ensure municipal authorities are equip and properly planning for emergencies.

Actions

In 2018-2019 the Emergency Management Office will:

1. Update the All-Hazards Emergency Plan that supports the Provincial preparation for, and response to, emergency events.

Financial Summary

Department of Municipal Affairs			
	2017-2018 Estimate	2017-2018 Forecast	2018-2019 Estimate
Program & Service Area	*($thousands)*	*($thousands)*	*($thousands)*
Senior Management	697	696	701
Grants, Programs & Operations	236,731	191,964	113,530
Corporate Policy, Municipal Planning & Advisory Services	88,432	87,157	90,145
Emergency Management Office	6,563	7,073	8,205
Total Program Expenses	332,423	286,890	212,581
Ordinary Recoveries	215,457	186,185	132,315
TCA Purchase Requirements	1,389	1,163	704
Provincial Funded Staff (Net FTEs)	74.2	67.3	73.2